

2011

MoWIB Strategic Plan Implementation



MO Workforce Investment Board
9/13/2011

MoWIB Access Committee
Access Implementation Plan 2011
Access: To connect all Missourians with lifelong economic success.

Action	Specific Steps		Completion Date
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Strategy 1 – Develop a methodology to clearly identify workforce demands and requisite skills on an ongoing basis.

Action 1: Relying on MERIC's network, to collaborate with its workforce partners to present a recommendation to MoWIB for an appropriate methodology.			On-going through MERIC
Action 2: At each MoWIB meeting, include a status on the most current economic trends and issues. 1. See attachment 1-9.	<p>a. Typical subjects areas include, but are not limited to: current economic trends/conditions, list of in-demand jobs, locations of the jobs, information, matching people with the jobs, information on livable wage, and /or the path for people utilizing the Career Centers for employment or training.</p> <p>b. Partner with Awareness Committee so the communication plan can ensure every high school student has access to career and job training information. This includes using Missouri Connections (more info available from DESE).</p>		<p>a.1. On-going through MERIC.</p> <p>b.1. On-going with Awareness Committee.</p>

Action	Specific Steps		Completion Date
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Strategy 2 – Support activities to help attract and retain talent in the state.

Action 1: Using data developed	1.MERIC will provide data identifying	1. Data information to be provided in July by MERIC.	1. July 8, 2011
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<p>from Strategy 1 identify and agree on targeted high growth occupations.</p>	<p>targeted high growth occupations for MO by the July MoWIB meeting and as needed thereafter; MERIC will also provide regional analysis to the Local Workforce Investment Boards (LWIBs) on-going</p> <p>a. In-Demand Occupational Clusters: Jobs in MO with Historically High Growth Openings provided 3-16-10 see Attachment A1-9.</p> <p>b. See Strategy 1, Action 2, 1a.</p> <p>2. Department of Economic Development (DED) Target Business Clusters, <i>from MO Strategic Initiative for Economic Growth</i> released by the Governor April 11, 2011. List is not in any particular order. “Niches” listed reflect high-value opportunities in MO.</p> <p>a. Advanced Manufacturing Niche: Transportation Equipment Niche: Aerospace and Defense</p> <p>b. Energy Solutions</p> <p>c. Biosciences Niche: Plant and Agricultural Technology Niche: Companion</p>	<p>2. The full <i>Missouri Strategic Initiative for Economic Growth</i> can be found at: http://www.ded.mo.gov/Strategic.aspx</p>	
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	<p>and Feed Animal Sciences Niche: Biomedical</p> <p>d. Health Sciences & Services Niche: Health Care Innovation Niche: Health Sciences Niche: Health Services</p> <p>e. Information Technology Niche: Software, Hardware, & Systems Design Niche: Data Centers Niche: Technology Resources Centers</p> <p>f. Financial and Professional Services Niche: Financial Services Niche: Professional Services Niche: Customer Care Centers</p> <p>g. Transportation & Logistics Niche: Freight Haulers Niche: Warehousing Niche; Wholesalers</p>		
<p>Action 2: Recommend or help identify incentives to attract the high growth occupations identified in Action 1.</p>	<p>1. State incentives generally come through the Department of Economic Development (DED). MoWIB to review the DED strategic plan for synergy with MoWIB initiatives.</p>	<p><i>The Report of the Missouri Tax Credit Review Commission can be found at:</i> http://tcrc.mo.gov/ <i>The report identifies 28 tax programs for elimination, consolidation or not to reauthorize. The MO Legislature is not adopting this report and instead conducting its own review of tax credits. As a result MoWIB staff recommends the Committee wait to see what the</i></p>	<p>Pending</p>

		<p><u>final result is from the Legislature before moving forward on the incentive initiative.</u></p> <p>Information below is from the: <i>Final Report of the (MO) Strategic Initiative for Economic Growth</i> :</p> <p>Strategy 3: MO will optimize its tax, incentive and regulatory policies to best support the growth of high-value target sectors.</p> <p>Tactic 1: <u>Streamline and optimize existing tax credits as per the recommendations of the Economic Development Tax Credits subcommittee of the <i>Missouri Tax Credit Review Commission</i>.</u></p> <p>Tactic 2: Provide a research-and-development tax credit in Missouri.</p> <p>Tactic 3: Provide an Angel Investment tax credit in Missouri.</p>	
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Action	Specific Steps		Completion Date
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Strategy 3 – Promote continuous preparation of prospective and current workers to achieve lifelong learning.

Action 1: Increase accessibility to education and training opportunities.	<p>1. <i>Training for Tomorrow</i>, community college competition \$12 million grant should increase accessibility, will request grant recipient to make presentation to MoWIB of grant usage and results for job placement.</p> <p>a. Grant Award letters were received by the 12 Community Colleges in February 2010. DED to present information on <i>Training for Tomorrow</i></p>	<p>1. <i>Training for Tomorrow</i>. Grant runs from two to two and a half years, as of March, 2011 not quite halfway. Staff has made contact with DED Grant Director to provide information to the board at a future date further into the grant period.</p>	Upon completion of grant results will be provided to MoWIB by July, 2012.
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	<p>July 2010, Presentation to include but not limited to: background, grant recipients and amount, expectations and accountability.</p> <p>b. DED to report to MoWIB at the end of the grant period on results from the grants. Anticipated to be March 2012.</p> <p>2. Support certificates, industry based credentials, and post-secondary education deliverers leading to employment.</p> <p>a. Information received from DESE on career exploration in secondary schools including attention to target industry growth areas, see attachments B1 to B6d.</p> <p>b. This action is in support of the Alignment and Awareness Committees.</p>	<p>2. MoWIB supports certificates, industry-based credentials and post secondary education deliverers leading to employment such as the National Career Readiness Certificate (NCRC) supported by the Division of Workforce Development (DWD) and the Governor.</p> <p>a. Some MoWIB members and staff participated in the NCRC conference held March 17, 2011 in Jefferson City.</p>	
Action 2: Identify and develop new private and public partnerships to enhance opportunities, job readiness and employee retention.	<p>1. Obtain information from DWD Industry Training on current partnerships.</p> <p>a. <u>Jobs for MO Graduates</u>: Drop-out prevention and workforce preparation program for at risk youth delivered in classrooms through support of school and business partnerships. (Not industry training)</p> <p>b. <u>Customized Training Programs</u>: funded by MO Job Development fund; training program that provides assistance to</p>		<p>1. Information obtained October 2010, updates as needed.</p>

	<p>existing companies that have made a substantial capital investment or companies establishing a new location in MO. Operated by community colleges. See list of projects funded and local project coordinator list.</p> <p>c. <u>New Jobs Training Program</u>: Training program targeting companies creating a substantial number of new jobs. Community College operated. See list of projects funded and contact list.</p> <p>d. <u>Job Retention Training Program</u>: Targets companies making a large capital investment and/or at risk of leaving the state. Reduces the cost associated with retraining an existing workforce and is designed to assist businesses with retraining a substantial number of jobs. See list of projects funded and contact list.</p> <p>2. <u>Other Activities TBD</u>.</p>		

Action	Specific Steps		Completion Date
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Strategy 4 – Remove barriers to accessing economic success.

Action 2. Identify external barriers. See attachment C to C2.			July, 2010
Action 3. Research best practices.	1. Some Best Practices to be		LWIBs—on-going

	identified from the LWIB presentations or reports to MoWIB and recipient results from the <i>Training for Tomorrow</i> grants.		<i>Training for Tomorrow</i> , July, 2012
Action 4: Recommend appropriate actions and monitoring system.	<p>MoPerforms—a decision support tool allowing DWD to view and analyze data from customer databases. Can be sorted by workforce program as well as local region.</p> <p>JobStat process—JobStat state staff provides guidance to local JobStat reps on ways to identify improvement opportunities. Staff examines multiple pieces of information by comparing local region information with other regions, state as whole or other states. Regular meeting of JobStat staff and rep allow best practices to be identified and determined (See Action 3)</p> <p>Continuous Improvement Reviews (CIRs)—CIR program oversight process employs monitors to assess information from the database management system to ensure regional compliance and performance. Integrated compliance system for most of the workforce programs.</p>		On-going
Action 5: Identify funding and funding sources required to meet the needs identified.			TBD

MoWIB ALIGNMENT COMMITTEE

Alignment Implementation Plan 2011

Alignment: Align complimentary measures of workforce development activities currently distributed among partners in education, economic development, workforce development, community development, and other partnerships.

Action	Specific Steps	Deliverables	Completion Date
Strategy I - Review missions, policies and procedures of partner/stakeholders organizations to identify barriers and encourage alignment of workforce development activities.			
<p>Action 1: Initiate an interagency effort to identify strengths, redundancies, and barriers.</p> <p>1. Review mission and vision for each state partner and LWIB.</p> <p>a. Completed separate matrix's for state partners and for LWIBs. See attachments D1-D4.</p> <p>b. John Gaal Note 3-10-10: We need information on programs, degrees, courses, etc.</p> <p>2. Review Strategic plans/direction.</p> <p>a. Attachment D1-D4 includes some Strategic Plan goal information from a few partners and LWIBs. Some LWIBs do not complete a separate Strategic Plan from their Local WIB Plan. Some state agencies are in the process of rewriting their plans.</p>	<p>1. Identify all State agencies with any funding or programs impacting workforce development (WD).</p> <p>2. Collect all relevant data regarding mission, vision, program descriptions, budgets, and outcomes for any WD programs.</p> <p>a. Analyze/assess data to identify programmatic overlap in WD between State agencies.</p> <p>b. Align WD programming by educational level and/or vocational level to identify gaps or overloads in the WD training continuum.</p> <p>3. Collect similar data from local WIBs and conduct similar data analyses to determine consistency of WD programming across the State</p>	<p>1. Document detailing WD programmatic/budgetary redundancies between State agencies and specific recommendations for correcting identified problem areas.</p> <p>2. Document detailing WD programmatic/budgetary redundancies between LWIBs and specific recommendations for correcting identified problem areas.</p>	<p>August, 2011</p> <p>Notes:</p> <p>Nearly all of these entities work in silos</p> <p>LWIBs, from my experience, are protecting their current slate of training & education vendors.</p> <p>How can we enforce a system based on standard measures of success (i.e., performance-based pay)?</p> <p>We need to consider ACCESS' scorecard on pre-apprenticeship programs in STL.</p>

Action 2: Use the policy and procedures review findings to make policy recommendations to support program collaboration.	1. Concurrent with data review of State agencies described above – specifically evaluate existing policy/procedures to determine barriers and identify efficiencies.	1. Recommendations for specific changes in policies and procedures.	September, 2011
Action 3: Identify and inventory current public funding streams to evaluate alternative strategies of fund utilization that increase efficiency and maximize return on investment (soft and hard dollars) spent for workforce development. 1. TBD	1. Concurrent with data review of State agencies described above – analyze/assess current funding mechanisms for WD and determine redundancies or efficiencies. 1.a. Staff is currently working with MERIC to update the State of the Workforce Report and a new funding Matrix by October, 2011.	1. Recommendations for alternative funding mechanisms to maximize investments in WD programming	October, 2011
Action 4: Actively engage industry stakeholders to determine their training needs and identify potential partnerships with training providers. 1. Survey businesses to identify and define the training needs of the business community and assess the effectiveness of existing training efforts. Working with DWD to obtain info. a. Meet with MERIC and find out what work is currently underway for a survey. Some information may already be available or in the works.	1. Summarize findings from Action 1-3 to generate a tool for engaging industry stakeholders, e.g. strengths, weaknesses, opportunities. 2. Develop survey tool for determining WD needs of industry, targeting the sectors identified in the Governor's ED initiative. Include industry satisfaction assessment questions regarding current State WD training programs. 3. Have MERIC review survey for comment and alignment with any existing projects focused on similar data acquisition. 3.1 Pending DWD's business survey. 4. Develop a survey tool focused on educational providers to determine current WD programs, industry usage, and outcomes.	1. PowerPoint and brochure reporting outcomes of data analysis and highlighting opportunities. 2. Report detailing industry WD training needs by industry sector and industry satisfaction with current WD programs. 3. Report detailing current inventory of WD programs offered by educational providers with recommendations for improving programs, their delivery, and achieving efficiencies.	October, 2011 Perform a full SWOT analysis

<p>2. John Gaal note 3-9-10: The survey and data collection needs to be performed by a 3rd party to avoid conflicts-of-interest.</p> <p>3. Survey providers to become clearer on what and how they provide and how they define themselves (e.g. some education providers consider themselves purely academic and shy away from the workforce/career building label even though they receive workforce dollars). How does our system hold academic providers w/ WD\$\$ accountable</p> <p>When will the DWD / MoWIB push LWIBs to implement TEGL 02-07</p>			
<p>Action 5. Promote customized education and training opportunities between the business community and workforce stakeholders.</p> <p>1. Support industry training. Work with DWD and post-secondary deliverers to obtain more information on Industry training</p>	<p>1. Utilize deliverables from Action 4 to actively engage industry in an educational effort highlighting the value proposition for customized education and training.</p> <p>2. Utilize data from educational provider survey and other sources to list current customized training programs and industry partnerships.</p> <p>MO Connections is one resource for this information, DESE website: http://www.missouriconnections.org</p>	<p>1. Marketing materials to engage industry around customized training and the programs available.</p> <p>2. Web-accessible electronic database listing customized education and training projects and industry partners.</p>	<p>30 November 2011</p> <p>30 December 2011</p>

<p>(Customized Training, New Jobs Partnerships and Job Retention Training Program, Jobs for Missouri Graduates)</p> <p>a. Information on customized education and training currently in place and availability. (see above)</p> <p>i. See list of current projects and contacts, attachments E1-E5a.</p> <p>b. Identify existing partnerships with business. (see above)</p> <p>i. See list of current projects, attachments E1-E3i.</p>			
<p>Action 6: Support programs for populations with special needs, i.e., at-risk youth, dislocated workers, mature workers, prisoner re-entry, individuals with disabilities, etc. (NOTE--YOUTH COUNCIL ASSIGNMENT)</p> <p>1. MoWIB members will actively support, through participation, initiatives for special need populations such as Missouri Veterans Programs (Vets), Jobs for Missouri Graduates (Youth), Missouri Reentry Program (Ex-Offenders) and</p>	<p>1. Collate data collected in Action 1 related to special needs populations and evaluate for strengths, weaknesses, and opportunities.</p>	<p>Report detailing existing programs and recommendations for capitalizing on opportunities.</p>	<p>August 2011</p>

<p>other self-sufficiency programs</p> <p>a. Prisoner Re-entry—Open to hiring offenders upon release. Become involved in the statewide local networks which meet to discuss ways to offer support and employment to those being released. Employment is valuable to reducing the return to crime and prison.</p> <p>2. Staff is currently identifying other programs for special need populations.</p>			
<p>Action 7: Support curricula alignment among educational levels and with industry standards in conjunction with others.</p> <p>1. Identify curricular alignment currently existing from DHE and DESE with/between post-secondary deliverers as well as any other training providers. Requesting curricular alignment agreements in place from DHE and DESE.</p> <p>a. Curricular alignment information obtained from DHE and DESE, see attachments B1 to B6d.</p>			<p>The alignment committee needs to play a role either as a watchdog or consultant to ensure articulations are effective and efficient.</p>

Strategy 2 - Review the philosophies of partner agencies to ensure a common vision for the workforce development system.			
<p>Action1: Conduct resource mapping of current funding streams to identify public and private training resources available in the state.</p> <p>1. TBD through survey and resource matrix. Begin work to obtain information from Missouri state departments to determine the amount of funding by program in our state and recipients of the funding. Our intent is to provide an update to a survey conducted a few years ago through the University of MO.</p>	<p>1. Identify categories or classification of public and private sector training resources.</p> <p>2. Develop survey for collecting data from public and private resource providers.</p> <p>3. Analyze/assess data to determine gaps, strengths, and opportunities.</p> <p>4. Utilize data from Strategy 1, Action 3 to track funding by program and recipient.</p>	<p>1. List by category or classification of public and private training resources.</p> <p>2. Tool for collecting data from public/private training resource providers.</p> <p>3. Report detailing the extent of public/private training resources and recommendations for their deployment, enhancement, and replication.</p> <p>4. Report detailing flow of WD funding and recommendations for re-allocation and realizing efficiencies.</p>	<p>September 2011</p> <p>September 2011</p> <p>November 2011</p> <p>November 2011</p>
<p>Action 2: Assess the visions of workforce partners to identify similarities and differences, keeping in mind that federal funding sources identify the purpose, goals and scope of the programs to be provided.</p> <p>1. TBD....see Strategy 1.</p>	<p>1. Identify categories or classification of workforce partners.</p> <p>2. Collate vision, mission, and objectives of workforce partners.</p> <p>3. Analyze data and identify potential collaborations/partnerships</p>	<p>1. Web-accessible electronic database cataloging workforce partners and their primary areas of programming.</p>	<p>December 2011</p>
Strategy 3 - Identify best practices, quality programs, and innovative approaches that can be implemented across Missouri and result in increased collaboration and integration of workforce development activities.			
<p>Action 1: Staff will assist the Board in the identification of those practices on an on-going basis, as</p>	<p>1. Define criteria for what constitutes best practices and quality programs.</p> <p>2. Identify sources of information related to best</p>	<p>1. Mechanism for identifying bona fide best practices and quality programs.</p> <p>2. Web-accessible</p>	<p>August 2011</p> <p>August, 2011 – Ongoing</p>

relevant to the Board's direction, and provide to MoWIB. 1. TBD, on-going. One source of information will be from the State Chair meetings.	practices and quality programs. 3. Create database	electronic database cataloging best practices and quality programs.	As noted above, we need to consider ACCESS' scorecard on pre-apprenticeship programs in STL.
Strategy 4 - Build internal capacity to identify and utilize alternative federal, state, and local funding sources to advance workforce development activities.			
Action 1: Encourage participation in on-going entrepreneurial initiatives while being supportive of continued new efforts. 1. Contact the Small Business Administration and DED's Division of Business and Community Services for assistance. a. Contact information obtained, staff will pursue additional information.	1. Utilize data collected in Strategy 1 to identify gaps and opportunities for new WD activities. 2. Use the broad networks of individual MOWIB members to connect similar programs and/or persons with specific interests.	1. Marketing materials describing opportunities and potential entrepreneurial solutions. 2. Mechanism for building partnerships and synergistic collaborations.	August, 2011 August, 2011 - Ongoing
Action 2: Identify potential leads for funding and distribute to LWIBs for further consideration for enhancement of local goals. 1. TBD	1. Monitor governmental and non-governmental websites for new funding opportunities in the area of WD. 2. Identify efficient mechanism for distributing info on funding opportunities.	1. Mechanism for identifying and targeting funding opportunities to LWIBs	September, 2011

MoWIB Accountability Committee
Accountability Implementation Plan 2011
Accountability: Support a system for accountability and continuous sustainable improvement that focuses on quality, return-on-investment and transparency.

Action	Specific Steps		Completion Date
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Strategy 1– Develop a scorecard to measure progress and inform practice.

<p>Action 1: Create and identify scorecard measures including a comprehensive financial picture and trend analysis on a quarterly basis.</p> <p>New Committee resources to include: 2 LWIB Directors (one urban, one rural), 2 LWIB Chairs, one urban, one rural), 2 Service Providers (one urban, one rural), DWD and MERIC staff.</p> <p>MoWIB will have a liaison person, representing the LWIB Directors to serve as a link and resource between the Board and LWIBs. LWIB liaison will be introduced at the July (2010) Board meeting.</p>	<p>1.In conjunction with DWD, LWIB directors and service providers develop a basic common list of services and measurable consistent for all LWIBs (Service WIB Task Force assigned)</p> <p>a. Include assessments of clients and any changes in performance to indicate developmental activities for the local LWIBs.</p> <p>b. List of services should also be provided per individual LWIB dependent on the demographic and economic situation in each local area.</p> <p>c. Task to include development of a consistent terminology for services.</p> <p>d. Develop a Scorecard based upon Next Generation Career Center (NGCC) integration model performance measures.</p>	<p>Note: LWIB liaison identified July 2010 as the President of TEAM (Training and Employment Administrators of Missouri).</p> <p>Resource: DWD and MERIC</p> <p>Contact will be made with Gene Gordon, LWIB Liaison to assist with identification of LWIB resources. Target date: May 11th to be presented at the May 18th meeting.</p> <p>Action1:1.d. DWD focus for measurement:</p> <ol style="list-style-type: none"> 1. Initial Assessments for UI (Unemployed Insured's) 2. Training Increase 3. Skill Enhancement acquisition 4. NCRC 5. Employer's Survey 	<p>LWIB Committee resources identified with participation at June 20, 2011 meeting.</p>
	<p>2. Survey all LWIBs and selected service providers to gain feedback on the overall scorecard system prior to implementation.</p>		

	3. After completion of the development, implement and monitor the new system through MoWIB quarterly.		
Action 2: Support the identification and definition of indicators; setting of benchmarks, and management practices.	<p>1. Obtain LWIB specific data from MERIC on a quarterly basis concerning economic conditions and jobs available in each LWIB area. (Identify the data we want to review.)</p> <p>2. Match the MERIC LWIB area specific data with WorkKeys assessments on a quarterly basis to match potential employees with potential employers.</p> <p>3. Utilize MERIC LWIB specific data to correlate with LWIB placement and income statistics on a quarterly basis. Where LWIBs exceed MERIC indicated economic growth, determine best practices that could be shared with those LWIBs not meeting MERIC economic indicators. (Service Task Force assigned).</p> <p>3a. Once data received would come back to the Accountability Committee to analyze and decide what actions to take.</p> <p>3b. LWIB recognition for high performance from MoWIB (Accountability Committee).</p> <p>4. Align with DED's 7 Target Clusters.</p> <ol style="list-style-type: none"> 1. Advanced Manufacturing 2. Energy Solutions 3. Biosciences 4. Health Sciences and Services 5. Information Technology 6. Financial and Professional Services 7. Transportation and logistics 	<p>Resource for Action 2— DWD and MERIC</p> <p>Action 2—Sonal Hate and Roger Baugher will work together to provide data on industry and employment prior for the May 18th meeting. This will include NCRC information and WorkKey requirement.</p> <p>Action 2:1 Develop cover letter to send out MERIC Industry and Employment and DWD NCRC information to LWIBs and other stakeholders.</p>	<p>Action 2: Data received at May and June meetings.</p> <p>Action 2:1: Cover letter presented at June meeting to send out data to LWIB's; mailed June 22, 2011.</p>

**MoWIB Awareness Committee
Awareness Implementation Plan 2011**

Awareness: Create a sense of urgency by communicating what MoWIB is and its responsibilities through effective communication, brand identification and awareness.

Action	Specific Steps		Completion Date
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Strategy 1 – Develop a communication plan for both internal and external customers.

Action 1: Develop a communication plan by July 29, 2010	1. Plan to include MoWIB quarterly e-news publication, Annual Report, Workforce System Information (matrix). Also provide communication support to committees regarding surveys and other communication needed to facilitate actions and strategies. See attachment F.	1. Draft completed by April 23, 2010, will continue to update and revise as needed. We will look into adding social networking as a means of communication and periodically including best practices from the LWIBs on the MoWIB website.	Original plan date, April 23, 2010; updated June 22, 2011
Action 2: Assist with implementation of a branding initiative (of the Workforce System). Promote the public workforce system (career centers) versus other private employment support systems (staffing agencies, etc.). Use Board members as a selling tool. Determine target audiences and most appropriate means to access businesses, job seekers and public officials.			
Action 3: Engage partner agencies to deliver a common message in support of the workforce system.	TBD, refer to Strategy 2, Action 3		
Action 4: Promote the	1. Information received	Note—Action 4 wording	On-going

value of certificates, industry-based credentials and post-secondary deliverers leading to employment	from DESE on career exploration in secondary schools including attention to target industry areas, see attachment B1 to B6d.	changed to track with Access and Alignment.	
Action 5: Publicly recognize significant workforce successes.	1. Information received from LWIBs through information either submitted to or presented to MoWIB, including information submitted through MoWIB e-News.	Note: Information is requested quarterly for LWIBs to include in the MoWIB e-News. Over the course of a year we receive some news from each LWIB.	On-going

Strategy 2– Educate the legislature and other potential funding sources regarding the importance of investment in improvement of the workforce system.

Action1: Establish opportunity for MoWIB members to engage with legislators.	1. Through contact with Legislators provide information on MoWIB and the workforce system a. When opportunity present meet with your Legislators to promote the workforce system.	Note: MoWIB staff has met with various legislators over the past year for education and funding purposes.	On-going
Action2: Communicate information from resource mapping on funding streams to stakeholders to enhance knowledge and funding support for the workforce system.	1. TBD		
Action 3: Determine success measures for effectively connecting with target audiences as measured by the Scorecard (refer to Accountability, Strategy 1).	1. Need to define “target” audiences (Public Officials, LWIBs, Businesses, Job Seekers, Stakeholders, etc.). Refer to Strategy 1, Action 2. 2. Increase in job placement and training including OJT. 3. Increase in business participation in Workforce System. 4. Scorecard—being	2. and 3. Information for measurement will be part of the Scorecard. 4. Accountability Committee is holding meeting April through July of 2011 to work on Scorecard development. Information will be shared with Awareness when completed.	

	developed through the Accountability Committee; once developed Awareness will assist with marketing.		
Action 4: Support the sharing of information between government agencies and other stakeholders.	1. On-going at MoWIB meetings and through various means of communication such as e-News.		On-going

Strategy 3 – Communicate the vision and work of the Missouri Workforce Investment Board to the local WIBs to assure their local activities align with the statewide framework.

Action 1: On an annual basis, each LWIB will report its successes and challenges to MoWIB.	<p>1. Written reports/updates, combined with some presentations to MoWIB, on results/best practices/lessons learned.</p> <p>2. Working on LWIB Directors liaison/resource for MoWIB.</p>	2. a. LWIB liaison identified and introduced to the Board in July, 2010. Going forward the liaison person will be the Training and Employment Administrators of Missouri (TEAM) President.	<p>On-going</p> <p>Provided MERIC/DWD information to LWIBs on Industry and Employment 2008-2018 and NCRC ratings by economic region. June 22, 2011.</p>
Action 2: Staff will identify the visions and missions of each LWIB to enhance further understanding and cooperation.	1. Matrix completed in conjunction with Alignment Committee. See attachments D1-D4.	1. Note: information provided and will continue to update as needed. Highlighted the matrix at the July, 2010 meeting.	July, 2010 and on-going